

Acknowledgments

The Needs Assessment Committee would like to acknowledge the efforts of the organizations and individuals who assisted in developing the Annual Report 2007. The NAC extends its appreciation to the Shelby County Commissioners and Mayor Wharton for providing their support and guidance as the collaborative efforts with the Memphis City Schools and the Shelby County Schools evolves.

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Table of Contents

	Page
Letter from the Chairman	3
Introduction	4
Accomplishments to Date	4
County Capital Appropriations and Outstanding Debt	8
Schools Capital Expenditures	9
Next Steps	12

APPENDIX

Shelby County Schools FY 2006-FY 2011 Capital Improvement Program
Distributed March 29, 2007 NAC Meeting

Memphis City Schools Capital Expenditures – Draft, May 16, 2007
Distributed May 17, 2007 NAC Meeting

Demographics Report, May 2007
Accepted May 17, 2007 NAC Meeting

From the Chairman of the Board



The Needs Assessment Committee (NAC) has worked diligently during the past year cooperatively with both the Memphis City and Shelby County School Boards and their Administrations to review and recommend to the Shelby County Board of Commissioners capital projects submitted by both school districts for funding by Shelby County Government.

In conjunction with that objective, we have relied on the consultant services of DeJong to collect detailed demographic data county wide that provides a basis for current and long term decisions regarding the capital needs of our schools. They have provided us with valuable comprehensive data which will be utilized for future projections and will provide the basis for future recommendations to the Commission.

With current processes in place, the NAC will continue to refine and improve the current guidelines and approval process for 5 year capital plans prepared and adopted by both school boards in addition to monitoring and reevaluating square foot new construction costs considering current market factors and comparing them to initial projections.

I hope that you find this report a comprehensive review and synopsis of the hard work of the NAC, the Memphis City and Shelby County School Boards, Superintendents and administrative staff. It has been my privilege and honor, as an appointee of Mayor A C Wharton, to lead and work with these dedicated citizens who are committed to improving public education in our community.

Sincerely,

Scott Fleming

E. Scott Fleming
Chairman, Needs Assessment Committee

Introduction – History & Statement of Purpose

The Needs Assessment Committee [NAC] was established by resolution of the Shelby County Board of Commissioners on March 10, 2003 as an advisory committee to the Shelby County Board of Commissioners on capital needs for the two public school systems. The first meeting was held on June 2, 2004.

The NAC was charged by the commission to develop uniform guidelines for capital projects for schools, and an on-going method of identifying the short and long term capital school needs for both school systems. School capital projects, requiring county government funding, are to be submitted first to the NAC for review to determine their conformity to established standards and priorities as identified by the NAC prior to the commission appropriating county capital funds to the requesting school district.

Accomplishments to Date

The mission of the Needs Assessment Committee [NAC] is to develop uniform guidelines with respect to capital expenditures and to establish an equitable, on-going method of professionally identifying the short term and long term needs of Shelby County Schools and Memphis City Schools.

To meet this mission the NAC has accomplished the following.

- **Guidelines for 5-Year Comprehensive Plans:** In 2004, a process was developed by the NAC in partnership with the Shelby County Schools and the Memphis City Schools for submittal of a Five-Year Comprehensive Plan for the 2005-06 funding cycle with allowances for modifications for future years. The information is utilized to gauge all individual capital requests. Each comprehensive plan shall include the following:
 1. Population trends & forecasts
 2. Neighborhood trends and plans related to schools
 3. Map of existing public school facilities
 4. Map of gaps between facilities relative to population trends
 5. Summary of anticipated facilities-related capital budget requests for the upcoming 5 years
- **Guidelines for Capital Budget Requests:** Concurrently in 2004, the NAC developed guidelines for the submittal of Annual Facilities-Related Capital Budget Requests. The school systems submitted Needs Reports addressing the following:
 1. Project Rationale
 2. Community Data
 3. Educational Plans
 4. General Building Considerations
 5. Net Area Required

6. Grossing Factor
7. Gross Building Area
8. Gross Building Area Per Student
9. Site Requirements
10. Major Building Components
11. Life Cycle Costs
12. Project Priority
13. Project Cost including Cost per Square Foot and Cost per Student
14. Timeline

✚ **NAC Preliminary Report, June 2005:** The Needs Assessment Committee obtained the services of DeJONG, an educational planning firm, to assist in the study of the capital needs of the public education systems in Memphis and Shelby County. To that end, DeJONG provided recommendations for square foot per student and cost per square foot. Extensive study and comparison of each district's respective prototypical programs and construction costs current as of 2005 was conducted. In addition, a workshop was held focusing on guidelines and priorities in order to obtain input and build consensus around key educational facility planning issues. The subsequent tables indicate the recommendations included in the Preliminary Report.

Square Foot per Student

<i>Elementary</i>		<i>Middle</i>		<i>High</i>	
Enrollment	SF/Student	Enrollment	SF/Student	Enrollment	SF/Student
750	120	900	130	800	175
1000	115	1000	125	1200	160
		1200	115	2000	150

Cost per Square Foot [2005 dollars]

<i>Grade Level</i>	<i>Cost per Square Foot*</i>
Elementary	\$97 - \$107
Middle School	\$99 - \$109
High School	\$122 - \$134

*Note: The cost per square foot includes construction costs and standard site development only. Land acquisition and development of athletic facilities are not included.

- ✦ **Joint Funding Agreement:** The Memphis City School Board, Shelby County School Board and Shelby County Government entered into a joint funding agreement in August of 2005 for school capital funds.

The provisions of this agreement provided an initial \$100 million in capital funds of which \$49 million would be provided to the Shelby County Schools for a jointly constructed southeast area high school to be located within the City of Memphis reserve area. An additional \$1 million was designated for the roof replacement at Chimneyrock Elementary School.

The Memphis City School Board received \$50 million for repairs and renovations for schools not scheduled to close during the 2005-06 fiscal year. Future distribution of capital funds were agreed to at \$60 million in total for both systems each year for three years beginning in FY 2007 for a total of \$180 million.

- ✦ **Transfer of the Kate Bond Property to MCS:** At the March 23, 2006 meeting of the Needs Assessment Committee, a motion was approved recommending to the Shelby County Conservation Board that the park land adjacent to Kate Bond Middle School be transferred to the Memphis City Schools for the purpose of constructing an addition to that school. The Conservation Board approved the transfer as did the Shelby County Board of Commissioners. The transfer of this property at no cost saved the County approximately \$1 million.

- ✦ **Berryhill Annexation:** The impact of annexations on both public systems is a critical concern. When areas are annexed, the ability to serve the educational needs of the children in the annexed area is an important consideration. Coordination of the transfer of facilities in conjunction with the realignment of municipal boundaries must be carefully and thoughtfully coordinated. The NAC voted to send a communication in this regard to the Memphis City Council to emphasize the adverse situation the proposed Berryhill annexation would create for the Memphis City Schools. This proposed annexation would include approximately 2,500 students, without including the areas in which the facilities serving these students were located. The same consideration was requested for the Countrywood and Bridgewater annexation areas. While the final decisions are yet to be made, the importance of the issue and the monitoring of its progress are high priorities for the NAC.

- ✦ **Demographics Report, May 2007:** In an effort to analyze demographic and supporting information to project school infrastructure needs, DeJONG assisted the NAC by developing a demographics report that included county-wide enrollment projections and school capacities for future student enrollments. Working with the City of Memphis and Shelby County, DeJONG collected the GIS [Geographic Information Systems] data integral to completing a build-out scenario identifying potential student populations based on current and future zoning and land uses, student data points, and population projections. The study's findings revealed declining enrollments in the City and increasing enrollments in the County over the next 10 years. However, the need for new school infrastructure is not only a consequence of increased student enrollment but is also a result of student migration. The large influx of new residential housing on the fringes and outlying areas of Memphis require new facilities be built in the new locations of student density.

In many ways the report validated enrollment projections and capital needs requests previously submitted by both school districts. The following recommendations were provided by DeJONG in order to better plan for future school infrastructure needs.

- Ongoing joint process for GIS - develop a consortium between the City, County and two school districts for GIS
- Establish a joint office for planning
- Study creative solutions for combining school facility operations
- Hold regular joint planning sessions between the two school districts
- Interagency meetings between the city, county and two school districts to encourage ongoing dialogue and communication

Ultimately where and how many schools are built is a directive of the respective Boards of Education. Since the Shelby County Government provides funding for capital improvements in both the Memphis City Schools and the Shelby County Schools, it has strived to establish a better method of assessing and meeting those financial needs. By establishing the Needs Assessment Committee, uniform guidelines with respect to capital expenditures have been developed. A methodology for capital budget requests is in place.

County Appropriations & Outstanding Debt

The following tables illustrate the Shelby County Government capital appropriations for schools and outstanding debt from 2003-2006 with future appropriations scheduled through 2009. Pages 9 through 11 provide information regarding specific school facility projects.

Shelby County Government *Capital Appropriations for Schools*

Year	City Schools	County Schools	Total
2003	\$ 57,300,000	\$ 18,800,000	\$ 76,100,000
2003		\$ 32,300,000	\$ 32,300,000
2004	\$ 57,300,000	\$ 20,000,000	\$ 77,300,000
2005	\$ 57,300,000	\$ 20,000,000	\$ 77,300,000
2006	\$ 50,000,000	\$ 50,000,000	\$ 100,000,000
2007	\$ 43,000,000	\$ 17,500,000	\$ 60,500,000
2008	\$ 43,000,000	\$ 17,500,000	\$ 60,500,000
2009	\$ 43,000,000	\$ 17,500,000	\$ 60,500,000
Total Issued	\$ 350,900,000	\$ 193,600,000	\$ 544,500,000

Note: Separate appropriation to County Schools in 2003 is funded with a Rural School Bond Tax of \$.05 charged on properties outside the City of Memphis

2006 is the first year of the current Joint Funding Agreement

* These are future appropriations included as specified in the Joint Funding Agreement

Shelby County's Outstanding Debt (in millions)

Year	Schools	Gen Govt	Total
2003	\$ 689.7	\$ 627.3	\$ 1,317.0
2004	\$ 913.0	\$ 667.9	\$ 1,580.9
2005	\$ 881.4	\$ 655.7	\$ 1,537.1
2006	\$ 1,052.7	\$ 664.0	\$ 1,716.7
2007	\$ 1,155.4	\$ 626.5	\$ 1,781.9

The Joint Funding agreement began in 2006 and also included the last year of funding under the prior school funding agreement.

Source: Division of Administration & Finance, Shelby County Government

Schools Capital Expenditures

The following provides a schedule of construction program expenditures for Shelby County Schools from 2004-2009.

Schedule of Construction Program Expenditures	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Germantown High Renovation	\$ 4,126,941					
Germantown High Restroom	\$ 164,326					
Roofing Projects			\$ 433,903	\$ 1,850,000	\$ 450,000	
Barrett's Addition/Renovation		\$ 1,300				
Collierville Elementary	\$ 141,194	\$ 4,407,319	\$ 2,579,658			
Northeast Bartlett Elem	\$ 295,158					
Classroom Additions	\$ 4,023,504					
Bailey Station Road Elementary	\$ 301,580	\$ 8,949,362	\$ 2,104,360			
Millington High Building Replacement		\$ 3,375,181	\$ 233,391			
New Millington Elementary	\$ 8,656,514	\$ 383,729	\$ 36,727			
Jeter Elementary Renovation	\$ 1,527,212	\$ 4,895				
Houston High Addition	\$ 2,238,036	\$ 18,502				
Bon Lin Elementary		\$ 8,477,126	\$ 549,539			
Mt. Pisgah Middle		\$ 14,500	\$ 301,337			
Future Bartlett Middle		\$ 698,300				
Southwind High			\$ 6,822,118			
Arlington High	\$ 20,828,958	\$ 8,583,653	\$ 87,454			
Chimneyrock Roof			\$ 700,000			
SE High School			\$ 48,000,000			
Add Arlington Elem				\$ 1,750,000		
Add Rivercrest Elem				\$ 1,750,000		
Add Southwind Mid				\$ 1,750,000		
Add Highland Oaks Elem				\$ 1,750,000		
Bartlett Elem Re roof				\$ 900,000		
Riverdale Elem				\$ 950,000		
New NE Bartlett Middle School					\$ 13,000,000	
New SE Area Elem						\$ 13,500,000
New Elem/ Middle Arlington						\$ 13,500,000
Addition Southwind Elem						\$ 2,400,000
Totals	\$ 42,303,423	\$ 34,913,867	\$ 61,848,487	\$ 10,700,000	\$ 13,450,000	\$ 29,400,000

Needs Assessment Committee - Annual Report 2007

The following provides a schedule of construction program expenditures for Memphis City Schools from 2004-2009. A detailed breakdown of Deferred Maintenance is available on the following page.

Schedule of Construction Program Expenditures	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
New Schools:						
A. Maceo Walker Middle	\$ 353,977	\$ -	\$ -	\$ -		
Cordova Elem.	\$ 50,056	\$ -	\$ -	\$ -		
Downtown Elem.	\$ 597,635	\$ -	\$ -	\$ -		
Lucie E. Campbell	\$ 4,822,755	\$ 27,041	\$ -	\$ -		
American Way Middle	\$ 4,449,976	\$ 214,393	\$ -	\$ -		
William Herbert Brewster	\$ 938,057	\$ 96,185	\$ 12,741,448	\$ 2,134,265		
Manassas High	\$ 258,503	\$ 130,045	\$ 1,717,549	\$ 16,664,942	\$ 7,101,642	
White Station Middle	\$ 279,799	\$ 310,154	\$ 2,437,813	\$ 14,866,290	\$ 3,759,843	
Douglas Middle				\$ 2,274,852	\$ 21,894,767	\$ 2,000,000
Kate Bond Middle					\$ 22,500,000	
Riverwood Farms Elementary					\$ 17,000,000	
Riverwood Farms Area - Site Acquis					\$ 685,000	
Renovated / Addition Schools:						
Fairley High	\$ 887,257	\$ 18,835	\$ -	\$ -		
Grahamwood Elem.	\$ 843,351	\$ 9,522	\$ -	\$ -		
Central High / Crump Stadium	\$ 63,689	\$ 277,266	\$ 11,428,381	\$ 10,137,038		
East High	\$ 42,237	\$ 210,070	\$ 6,425,723	\$ 7,539,806		
Berclair Elem. Wing	\$ -	\$ 347,614	\$ 190,221	\$ -		
Keystone Campus					\$ 160,000	
Lester Conversion					\$ 100,000	
Ridgeway Conversion					\$ 1,000,000	
Southside Conversion					\$ 100,000	
Treadwell Conversion					\$ 500,000	
Westside Classroom Conversion					\$ 100,000	
Whitehaven High Classroom					\$ 1,000,000	
White Station High						\$ 1,880,978
Wooddale High Addition					\$ 3,200,000	
Others:						
Raineswood Residential Ctr.	\$ 1,122,869	\$ -	\$ -	\$ -		
Exterior Signage		\$ 226,653	\$ -	\$ -		
Alternative Classrooms	\$ 106,724	\$ 14,500	\$ -	\$ 3,095,351		\$ 900,000
Administrative Relocation	\$ 58,685	\$ -	\$ 295,681	\$ 182,948		
Raleigh Egypt Cafeteria	\$ 2,263,314	\$ 1,006,591	\$ 71,703			
Student Information System	\$ 160,503	\$ 114,281	\$ 1,078,313	\$ 548,742		
Cordova - Kate Bond Start-up	\$ 80,184	\$ 1,250,119	\$ 221,925	\$ 250,000		
Deferred Maintenance:						
Total Deferred Maintenance	\$ 3,102,856	\$ 6,451,043	\$ 3,838,300	\$ 52,028,441	\$ 13,520,415	\$ 23,739,364
To be Designated						\$ 55,047,230
TOTAL	\$ 20,482,427	\$ 10,704,312	\$ 40,447,057	\$ 109,722,675	\$ 92,621,667	\$ 83,567,572

Needs Assessment Committee - Annual Report 2007

Memphis City Schools [Cont'd.]

Schedule of Construction Program Expenditures	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Deferred Maintenance:						
Roofing	\$ 838,957	\$ 2,368,180	\$ 304,122	\$ 17,060		
HVAC	\$ 351,403	\$ 1,658,105	\$ 1,131,616	\$ 615,713	\$ 821,902	
Painting	\$ 176,805	\$ 598,976	\$ 270,079			
Gyms & Stadiums	\$ 184,047	\$ 1,282,847	\$ 227,926	\$ 434,115	\$ 389,298	
Building Upgrades	\$ -	\$ 203,022	\$ 430,755			
Windows	\$ 897,908	\$ 105,512	\$ 1,064,334			
Fire Safety	\$ 206,623	\$ 189,515	\$ 119,997	\$ 784,300		
Elevators					\$ 390,000	
Paving	\$ 134,150					
Demolition	\$ 250,309					
ADA	\$ 34,844	\$ 44,886	\$ 97,253			
Ceilings	\$ 27,811		\$ 192,218	\$ 177,253		
Unallocated				\$ 14,550,705		
Bethel Grove - ADA Def Main				\$ 320,114		
Brookmeade - ADA Def Main				\$ 503,137		
Brownsville Rd- ADA Def Main				\$ 666,425		
Cherokee - ADA Def Main				\$ 2,397,624		
Chickasaw Jr High - ADA Def Main				\$ 761,185		
Corning				\$ 831,956		
Craigmont High - ADA Def Main				\$ 754,515		
Doubletree - ADA Def Main				\$ 583,050		
Douglass Elementary - ADA Def Main				\$ 800,898		
Dunbar - ADA Def Main				\$ 513,475		
Fairley Elementary - ADA Def Main				\$ 1,271,867		
Frayser High - ADA Def Main				\$ 1,208,420		
Geeter Jr High - ADA Def Main				\$ 969,563		
Hamilton Elementary - ADA Def Main				\$ 665,753		
Havenview - ADA Def Main				\$ 2,137,926		
Klondike - ADA Def Main				\$ 389,620		
Lanier - ADA Def Main				\$ 1,562,178		
Lakeview - ADA Def Main				\$ 482,770		
Lincoln Elementary - ADA Def Main				\$ 387,205		
Kirby High - ADA Def Main				\$ 924,600		
Newberry - ADA Def Main				\$ 857,578		
Oakforest - ADA Def Main				\$ 2,010,195		
Peabody - ADA Def Main				\$ 715,323		
Ral Bartlett - ADA Def Main				\$ 660,215		
Riverview Middle - ADA Def Main				\$ 1,118,674		
Rozelle - ADA Def Main				\$ 1,088,642		
Shady Grove - ADA Def Main				\$ 466,920		
Shannon - ADA Def Main				\$ 564,167		
Sheffield - ADA Def Main				\$ 850,447		
Sheffield Elementary - ADA Def Main				\$ 492,578		
Sherwood Elem - ADA Def Main				\$ 782,460		
Treadwell Elem - ADA Def Main				\$ 570,550		
Vollentine - ADA Def Main				\$ 1,512,963		
Westhaven - ADA Def Main				\$ 453,143		
Westside Elementary - ADA Def Main				\$ 634,340		
Westwood Elementary - ADA Def Main				\$ 550,323		
Whitehaven High - ADA Def Main				\$ 708,949		
Willow Oaks - ADA Def Main				\$ 2,246,617		
Wooddlate Middle - ADA Def Main				\$ 557,060		
Wooddale High - ADA Def Main				\$ 475,870		
A.B. Hill Elementary - ADA Def Main					\$ 292,207	
B.T. Washington High - ADA Def Main					\$ 517,758	
Crump Elementary - ADA Def Main					\$ 212,526	
Fairley Auditorium - ADA Def Main					\$ 2,436,000	
Georgian Hills Elementary - ADA Def Main					\$ 729,560	
Levi Elementary - ADA Def Main					\$ 725,713	
Oakhaven Elem. - ADA Def Main					\$ 248,136	
Oakshire Elem - ADA Def Main					\$ 433,830	
Raineshaven Elementary - ADA Def Main					\$ 591,260	
New Ridgeway H S Annex - ADA Def Main					\$ 693,220	
Snowden School - ADA Def Main					\$ 1,059,821	
Southside High School - ADA Def Main					\$ 1,320,662	
Treadwell High - ADA Def Main					\$ 1,999,143	
Winchester Elementary - ADA Def Main					\$ 659,379	
Stadiums Playgrounds & Maintenance						\$ 16,650,000
Capital Maintenance Unall 2005						\$ 7,089,364
Total Deferred Maintenance	\$ 3,102,856	\$ 6,451,043	\$ 3,838,300	\$ 52,028,441	\$ 13,520,415	\$ 23,739,364
To be Designated						\$ 55,047,230
TOTAL	\$ 20,482,427	\$ 10,704,312	\$ 40,447,057	\$ 109,722,675	\$ 92,621,667	\$ 83,567,572

Next Steps

The NAC has spent much of its time reviewing and learning the complexities of school facility planning. There is still more to learn and implement in order to provide an opportunity for educational facilities to be an impetus for change and improvement for all parties. This will require the continued collaboration of educators, administrators, policy makers, community members, and facility experts.

Although total student enrollment has remained flat, there is significant growth in suburban areas of the City and County. The capital improvement program and expenditures for both school systems is available in the Appendix of this report. There is currently a need for approximately \$300m in capital projects beyond the Joint Funding Agreement, 2005.

The Memphis City Schools should be commended for accomplishing the difficult task of closing or reusing eight facilities located within the urban core where enrollment is declining. Some of those facilities have been leased to charter schools. The role of charter schools has grown in all major cities across the country. From a facility planning perspective, clear policy direction needs to be developed in order to address the facility needs of charter school students.

In conclusion, the need for new school infrastructure is not only a consequence of increased student enrollment but is also a result of student migration and student choice. The challenge of housing students in the location they are living today, combined with the complexity of annexation, require flexible minds and creative solutions.

